



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Joseph Horwedel

**SUBJECT:** SEE BELOW

**DATE:** March 20, 2006

Approved

Date

3/20/06

## SUPPLEMENTAL

COUNCIL DISTRICT: 3  
SNI AREA: 13<sup>th</sup> Street

**SUBJECT: SJ MEDICAL CENTER SITE COMMUNITY ENGAGEMENT  
FRAMEWORK.**

## REASON FOR SUPPLEMENTAL

The reason for this supplemental memorandum is to present a framework for community engagement, including composition and selection of a Stakeholders Advisory Committee, for the San Jose Medical Center Land Use/Healthcare Study.

## RECOMMENDATIONS

- Approve recommended community engagement framework for the San Jose Medical Center site,
- Approve the recommended composition of the Stakeholder Advisory Committee,
- Direct Administration to invite individuals from each of the named organizations to participate in the Stakeholder Advisory Committee,
- Direct the Administration to convene the initial meeting of the Stakeholder Advisory Committee within 30 days,
- Direct Administration to begin implementation of the Council approved four phase work plan, and

- Direct San Jose Redevelopment Agency, in coordination with the Department of Planning, Building and Code Enforcement, to assume responsibility for implementing the recommended community engagement framework.

## **BACKGROUND**

In December of 2005, the City Council directed staff to begin work on the San Jose Medical Center Land Use/Healthcare Study, including identifying individuals interested in participating on a Stakeholders Advisory Committee. Staff recognizes the need to engage the whole community while identifying a balanced group of individuals who can represent the interests of the immediate neighborhoods, the business community, and healthcare community, and the broader community. The proposed community engagement framework presents the overall objectives of the process, the framework assumptions underlying the process, the desired composition of the Stakeholder Advisory Committee, a proposed schedule, and a listing of immediate next steps.

## **ANALYSIS**

### **Overall Objectives**

The overall objectives for the San Jose Medical Center Land Use/Healthcare Study are twofold: 1) to identify priority health care needs and uses for downtown including which uses should be accommodated on the San Jose Medical Center site, and 2) define a feasible land use plan that represents the needs of the community. Said land use plan may result in recommended General Plan amendments or rezonings. To accomplish these overall objectives, a framework for community engagement is being recommended.

### **Framework for Community Engagement**

This community engagement framework envisions a thorough and thoughtful process of outreach, education, and interaction. The Redevelopment Agency (SJRA) resources and experience in community engagement will be a valuable addition to the existing staff team. SJRA connections with the East Santa Clara Street Business Association and the surrounding Strong Neighborhoods will help facilitate the necessary high level of involvement. Below are the assumptions for the Framework for Community Engagement:

### **Framework Assumptions**

- The process must include the active involvement of neighborhood, healthcare, business and community stakeholders as part of a Stakeholder Advisory Committee,
- The process must be open and transparent, with relevant information readily available to all,

- All Stakeholder Advisory Committee meetings will be open to all members of the public interested in participating,
- The process will require outside technical assistance in both land use planning and health care,
- The Stakeholder Advisory Committee will work closely with both the consultants and the staff team throughout the process,
- The Stakeholder Advisory Committee will review any recommendations for the site prior to bringing a report to City Council,
- Opportunities to inform and interact with the greater community must be woven into the entire process, and
- Coordination with County on this health care issue is essential.

### ***Stakeholder Advisory Committee Composition***

An effective Stakeholder Advisory Committee results from balancing size and representation. The recommended composition is a committee of 18 participants representing neighborhoods (6), healthcare (4), economic and business interests (4) and the broader community (4). The specific organizations to be represented are identified below. Staff will work with individuals from each of these organizations to identify specific individuals to participate on the Stakeholder Advisory Committee.

ORGANIZATION	CATEGORY
1. 13 <sup>th</sup> Street NAC	Neighborhoods
2. University Neighborhoods Coalition	Neighborhoods
3. Five Wound Brookwood Terrace NAC	Neighborhoods
4. Horace Mann Neighborhood Association	Neighborhoods
5. Naglee Park Campus Community Association	Neighborhoods
6. Julian St. James Neighborhood Association	Neighborhoods
7. HCA/Regional Medical Center	Healthcare
8. San Jose Medical Group	Healthcare
9. SCV Health & Hospital System	Healthcare
10. Community Healthcare Professional	Healthcare
11. San Jose Downtown Association	Business
12. East Santa Clara Business Association	Business
13. East Santa Clara Business Association	Business
14. Vietnamese Chamber of Commerce	Business
15. Central Labor Council	Broader Community
16. Coalition for a Downtown Hospital	Broader Community
17. Santa Clara County Social Services	Broader Community
18. Housing	Broader Community

## Community Engagement Schedule

As outlined in the December 6, 2005 City Council memorandum, the community engagement schedule will follow four phases reviewed below. One of the first tasks will be the development of a more refined community engagement schedule that will break these phases down into series of defined community meetings each with clear objectives. The community engagement schedule will be presented to City Council as an informational memorandum. The schedule will set out a process that provides the Stakeholder Advisory Committee with the information needed to make an informed recommendation, and will provide a dynamic structure for generating and evaluating a range of options.

PHASE	DESCRIPTION
<b>I. Defining Study's Scope of Work</b>	<i>Key Question – Why?</i> The initial task is to clarify the mission of the Stakeholder Advisory Committee and the vision for the site. The mission and vision will drive the subsequent data gathering phase and directly inform the consultant scope of services, and the internal team composition.
<b>II. Working with the Consultant</b>	<i>Key Question – What?</i> The provision of information, data, expert opinion and context is the core task for this phase. The Stakeholder Advisory Committee needs to develop a common understanding of the issues and a common language to discuss them.
<b>III. Evaluation of Choices</b>	<i>Key Question – What if?</i> This is the phase of developing alternatives and options (and objective criteria for evaluating them.) It is the opportunity for the Stakeholder Advisory Committee to explore concepts and try out various combinations of ideas. The process will also include a back and forth dialogue with the greater community, taking concepts out for feedback and then refining them with the smaller committee.
<b>IV. Developing a Preferred Recommendation</b>	<i>Key Question – What to do?</i> In the final phase the primary task is crafting a preferred recommendation that will allow the vision for the site to unfold. This will involve structured and interactive exercises to help the Stakeholder Advisory Committee identify which alternative creates the best balance and offers the strongest opportunities for the site.

The end result of this will be to bring the preferred alternative, with appropriate general plan amendment and zoning change recommendations to the City Council for consideration.

### ***Immediate Next Steps***

Below are some immediate next steps that will be taken should the Council direct staff to proceed with the recommended community engagement framework:

- Set date and location for initial meeting,
- Invite individuals to participate in Stakeholder Advisory Committee,
- Meet individually with potential Stakeholder Advisory Committee members,
- Meet with representatives of the organizations,
- Develop refined community engagement schedule and agenda for first meeting,
- Develop website with all information developed to date, and information on upcoming meetings,
- Conduct initial meeting, and debrief
- Refine community engagement schedule based on first meeting, and
- Inform City Council of refined community engagement schedule.

### **OUTCOMES**

Approval of the Community Engagement Framework for the San Jose Medical Center Land Use/Healthcare Study which would allow staff to move forward with the formation of the Stakeholder Advisory Committee and the Planning process.

### **PUBLIC OUTREACH**

Initial contact has been made with some interested groups identified in the recommended framework. Additional outreach will be conducted per the recommended framework.

### **COORDINATION**

This memo has been coordinated with the City Manager's Office, the Department of Planning, Building and Code Enforcement, the Office of Economic Development, the City Attorney's Office and the Redevelopment Agency.

HONORABLE MAYOR AND CITY COUNCIL

March 20, 2006

**Subject: SJ Medical Center Site Community Engagement Framework**

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**CEQA**

Not a project.

A handwritten signature in black ink, appearing to read "Joseph Horwedel". The signature is stylized with large, sweeping loops and is positioned above the printed name.

JOSEPH HORWEDEL, ACTING DIRECTOR  
Planning, Building & Code Enforcement